

O f M 2  
4 JAN 1963

MEMORANDUM FOR: Executive Secretary, Suggestion Awards Committee

SUBJECT : Suggestion No. 63-80, 15 December 1962

The suggestion does not lend itself to evaluation in terms of the incentive awards program either in its original context or as supplemented by the suggester's memorandum of 20 November 1962 because it merely points out an area which the suggester considers to be a weakness without suggesting a means for correction. Questions are raised but no answers are suggested. In short, nothing is offered which might be considered for adoption by the Suggestion Awards Committee.

This is not to say that the ideas are entirely without merit. It is simply to say that, in their present context, the wrong vehicle was chosen to put them forth. A more appropriate approach would have been to offer the comments and criticisms and raise the questions directly with the people who have the responsibility for the Agency regulatory system. Since they are now in the proper office we will retain them here for further discussion with the suggester in an attempt to determine what action, if any, is needed and to whom responsibility for such action should be assigned.

A copy of the supplemental memorandum is attached for your records.

15/

[Redacted Signature]

Special Assistant to the  
Deputy Director (Support)

Attachment:

As stated above.

SA -DD/S:RHW: fmf ( 4 Jan 63)

Distribution:

Orig &amp; 1 - Adse w/att 1-DD/S Chrono 1-DD/S Subject w/cc of DD/S 62-5514

20 November 1962

STATINTL

MEMORANDUM FOR:

SUBJECT : Supplemental Information on Employee Suggestion #63-80:  
"Management Regulations"

1. In proposing this suggestion, I had in mind the desirability of some general management regulations which would give (1) guidance for the sake of order and uniformity and (2) control and direction to the varying levels of management within the Agency.

2. I don't know the answers. I do know some of the questions that bother me. I think if answers to these questions were in a Management section of the Handbook, I'd get a good portion of the Agency's guidance I'm seeking through my own reading and assimilation. I'd probably need more guidance, as would other persons similarly situated, but we could get that from our respective supervisors.

3. You've asked me whether my particular concern in this instance was with O & M, or personnel management or supply management. It definitely isn't the latter, but more in line with whatever is meant by "program management", "general Management", "administrative management." As a first question, how does the Agency view these?--

What do we mean in the Agency by "top management"?

Who in the Agency are "Federal Executives"?

What is the Agency's position on the nature of administration?

What are Agency concepts relating to organization and administration?

What is our meaningful <sup>variable</sup> span of control in normal organizational structure? In abnormal circumstances?

Are we, or are we not, required or expected to be currently informed of new developments affecting the management job? If not, who is?

Is innovation encouraged? To what degree are professional attitudes encouraged?

SUBJECT: Employee Suggestion #63-80

Are there Agency guidelines for the bulk of our managerial echelons on identifying, developing, and organizing talent for the accomplishment of our mission?

What regulatory guides should we have on the nature of human behavior in organization?

Do we, or do we not, as an Agency encourage operations research? To what extent?

What do we mean by "policy" and at what levels may it be made, or should not be made?

4. The answers to some, or many, of the above may be obvious to a few. But cannot our concepts at varying managerial levels be more uniform with a little more regulatory control and direction?

5. If answers to none of these questions seem necessary nor appropriate under some general heading such as Management Regulations, please consider me way off base and I shall willingly accede to withdrawal of the suggestion.

Chief, Registrar Staff, OTR

STATINTL

STAT

Approved For Release 2003/04/29 : CIA-RDP84-00780R000200120077-5

Approved For Release 2003/04/29 : CIA-RDP84-00780R000200120077-5

TITLE OR SUBJECT OF SUGGESTION Management Regulations	CLASSIFICATION Unclassified	SUGGESTION NO. 63-80
<p>PRESENT METHOD</p> <p>Our handy three-volume red-bound sets of Agency regulations sets aside on the cover of volume I a separate section <input type="checkbox"/> entitled "Management." The supervisor who wants assistance or guidance on this important topic will find three pages under Section <input type="checkbox"/> dealing only with "Office Business Machines." The index will suggest looking in Volume II where in <input type="checkbox"/> offers two pages on "Management of Staff Personnel." Only subparagraph b(6) addresses itself to supervisors--5 lines.</p>		
<p>I SUGGEST</p> <p>Prepare a meaningful set of regulatory items under the appropriate section in Volume I. Then encourage or direct or cajole the managerial-supervisory chain to seek assistance from this source at every opportunity.</p>		
<p>ADVANTAGES</p> <p>Increased emphasis on helping our people to handle people. This seems so much more important than dissuading those who may seek regulatory aid in personnel management and give up on the attempt because their initial efforts are rewarded with guidance on how to justify need for an electric typewriter.</p>		

<b>EVALUATION OF EMPLOYEE SUGGESTION</b> <i>(Submit in duplicate)</i>		SUGGESTION NO.
<b>TO:</b> Executive Secretary Suggestion Awards Committee		<b>FROM:</b>
INSTRUCTIONS		
IN ORDER TO GUIDE THE SUGGESTION AWARDS COMMITTEE IN MAKING FINAL DETERMINATION, YOUR EXPLICIT COMMENTS ARE NECESSARY. "ACTION RECOMMENDED" SHOULD BE COMPLETED. <b>IF TANGIBLE BENEFITS ARE INVOLVED, AN ANALYSIS OF THE ANTICIPATED FIRST YEAR'S SAVINGS SHOULD BE SHOWN.</b> IF TANGIBLE BENEFITS ARE DERIVED, PLEASE INDICATE THE EXTENT OF BENEFIT AND DEGREE OF APPLICATION AS DEFINED IN THE GUIDE ON THE REVERSE SIDE.		
ACTION RECOMMENDED		
ADOPT FOR USE <i>(Date adopted or to be adopted)</i>	FURTHER STUDY REQUIRED <i>(Expected date of completion)</i>	
ALREADY IN EFFECT BUT THIS SUGGESTION MAKES ADDED CONTRIBUTION	REFER SUGGESTION TO <i>(Component)</i>	
DISAPPROVED FOR ADOPTION	ACTION TAKEN AS A DIRECT RESULT OF THIS SUGGESTION <i>(Specify below)</i>	
ALREADY IN EFFECT AND NO PART OF THIS SUGGESTION MAKES ADDED CONTRIBUTION	OTHER <i>(Specify below)</i>	
ALTHOUGH NOT ADOPTED, STIMULATES AN IMPROVEMENT <i>(Specify below)</i>		
REASON FOR RECOMMENDATION		
DATE	SIGNATURE OF EVALUATION OFFICIAL <i>(Type name and title)</i>	

# GUIDE FOR DETERMINING AWARDS FOR EMPLOYEE SUGGESTIONS WITH INTANGIBLE BENEFITS

Approved For Release 2003/04/29 : CIA-RDP84-00780R000200120077-5

INTANGIBLES MAY ALSO BE CONSIDERED WHEN TANGIBLE SAVINGS ARE PRESENT. BECAUSE OF THE NATURE OF INTANGIBLE BENEFITS, NO GUIDE CAN BE SO CONCLUSIVE AS TO MAKE THE DETERMINATION OF APPROPRIATE AWARDS AN AUTOMATIC AND SIMPLE PROCESS. YOUR RECOMMENDATION MUST STILL BE ARRIVED AT BY THE APPLICATION OF YOUR INFORMED JUDGEMENT, WHICH SHOULD CONSIDER ALL INFLUENCING FACTORS, SUCH AS THE EXTENT AND SCOPE OF APPLICATION, SIGNIFICANCE OF THE CONTRIBUTION AND IMPORTANCE OF THE PROGRAMS AFFECTED.

DEGREE OF BENEFIT	EXTENT OF APPLICATION				
	LIMITED	LOCAL	EXTENDED	BROAD	GENERAL
SLIGHT	\$ 15-25**	\$ 25-50	\$ 50-75	\$ 75-150	\$ 150-250
MODERATE	50-100	100-150	150-200	200-300	300-400
HIGH	150-250	250-350	350-450	450-600	600-750
EXCEPTIONAL	300-500	500-700	700-1000	1000-1500	1500-25000

## DEGREE OF BENEFIT

SLIGHT	MINOR MODIFICATION OF AN OPERATING PRINCIPLE OR PROCEDURE, LIMITED POTENTIAL VALUE.
MODERATE	CONSIDERABLE MODIFICATION OF AN OPERATING PRINCIPLE OR PROCEDURE, HIGHER POTENTIAL VALUE.
HIGH	COMPLETE REVISION OF A BASIC PRINCIPLE OR PROCEDURE, VERY HIGH POTENTIAL VALUE.
EXCEPTIONAL	INITIATION OF A NEW PRINCIPLE OR MAJOR PROCEDURE, SUCH A CONTRIBUTION WHICH SUBSTANTIALLY ADVANCES AN IMPORTANT ACTIVITY OF THE AGENCY OR MAKES A SIGNIFICANT CONTRIBUTION TO SCIENTIFIC KNOWLEDGE.

## EXTENT OF APPLICATION

LIMITED	AFFECTS THE IMMEDIATE WORK AREA OR IMMEDIATE ASSOCIATES. (1 to 25 employees.)
LOCAL	AFFECTS MORE THAN THE IMMEDIATE WORK AREA OR ASSOCIATES BUT IS WITHIN AN INSTALLATION, A FACILITY, A TECHNICAL OFFICE, A BRANCH, A DIVISION OR IS IN THE PUBLIC INTEREST ONLY IN THE LOCALITY. (26 to 1000 employees.)
EXTENDED	APPLICABLE TO SEVERAL INSTALLATIONS OR FACILITIES, OR IS IN THE PUBLIC INTEREST IN SEVERAL LOCALITIES OR IS WITHIN A MAJOR ORGANIZATIONAL ELEMENT SUCH AS A DEPUTY DIRECTOR'S COMPONENT. (1000 to 4000 employees.)
BROAD	APPLICABLE TO MANY INSTALLATIONS OR FACILITIES, TO TWO OR MORE DEPUTY DIRECTOR'S COMPONENTS, IS OF AGENCY-WIDE APPLICATION, OR IS IN THE PUBLIC INTEREST IN SEVERAL AREAS. (4000 or more employees.)
GENERAL	APPLICABLE THROUGHOUT SEVERAL LARGE AGENCIES OR A LARGE DEPARTMENT, OR IS IN THE PUBLIC INTEREST THROUGHOUT THE NATION OR BEYOND.

\*\*THE MINIMUM CASH AWARD OF \$15.00 FOR INTANGIBLE BENEFITS WILL NOT BE GRANTED UNLESS THE CONTRIBUTION COMPARES FAVORABLY WITH IDEAS WHICH PRODUCE AT LEAST \$50.00 WORTH OF MEASURABLE BENEFITS.

APPROPRIATE NONFINANCIAL RECOGNITION IS AVAILABLE FOR SUGGESTIONS WHICH DO NOT MEET THE STANDARDS FOR CASH AWARDS.

SUPERVISORS ARE THE KEY TO THE SUCCESS OF THE SUGGESTION PROGRAM. WE NEED YOUR WHOLEHEARTED COOPERATION IN GIVING SUGGESTIONS A PROMPT, COMPLETE AND FAIR-MINDED EVALUATION. GOOD EVALUATIONS MEAN MORE AND BETTER SUGGESTIONS, WHICH IN TURN MEAN MORE SAVINGS -- IN MONEY IN TIME, IN INCREASED EFFICIENCY OF OPERATION.

<b>EVALUATION OF EMPLOYEE SUGGESTION</b> <i>(Submit in duplicate)</i>		SUGGESTION NO.
TO: Executive Secretary Suggestion Awards Committee		FROM:
INSTRUCTIONS		
IN ORDER TO GUIDE THE SUGGESTION AWARDS COMMITTEE IN MAKING FINAL DETERMINATION, YOUR EXPLICIT COMMENTS ARE NECESSARY. "ACTION RECOMMENDED" SHOULD BE COMPLETED. <b>IF TANGIBLE BENEFITS ARE INVOLVED, AN ANALYSIS OF THE ANTICIPATED FIRST YEAR'S SAVINGS SHOULD BE SHOWN.</b> IF INTANGIBLE BENEFITS ARE DERIVED, PLEASE INDICATE THE EXTENT OF BENEFIT AND DEGREE OF APPLICATION AS DEFINED IN THE GUIDE ON THE REVERSE SIDE.		
ACTION RECOMMENDED		
ADOPT FOR USE <i>(Date adopted or to be adopted)</i>	FURTHER STUDY REQUIRED <i>(Expected date of completion)</i>	
ALREADY IN EFFECT BUT THIS SUGGESTION MAKES ADDED CONTRIBUTION	REFER SUGGESTION TO <i>(Component)</i>	
DISAPPROVED FOR ADOPTION	ACTION TAKEN AS A DIRECT RESULT OF THIS SUGGESTION <i>(Specify below)</i>	
ALREADY IN EFFECT AND NO PART OF THIS SUGGESTION MAKES ADDED CONTRIBUTION	OTHER <i>(Specify below)</i>	
ALTHOUGH NOT ADOPTED, STIMULATES AN IMPROVEMENT <i>(Specify below)</i>		
REASON FOR RECOMMENDATION		
DATE	SIGNATURE OF EVALUATION OFFICIAL <i>(Type name and title)</i>	

# GUIDE FOR DETERMINING AWARDS FOR EMPLOYEE SUGGESTIONS WITH INTANGIBLE BENEFITS

Approved For Release 2003/04/29 : CIA-RDP84-00780R000200120077-5

INTANGIBLES MAY ALSO BE CONSIDERED WHEN TANGIBLE SAVINGS ARE PRESENT. BECAUSE OF THE NATURE OF INTANGIBLE BENEFITS, NO GUIDE CAN BE SO CONCLUSIVE AS TO MAKE THE DETERMINATION OF APPROPRIATE AWARDS AN AUTOMATIC AND SIMPLE PROCESS. YOUR RECOMMENDATION MUST STILL BE ARRIVED AT BY THE APPLICATION OF YOUR INFORMED JUDGEMENT, WHICH SHOULD CONSIDER ALL INFLUENCING FACTORS, SUCH AS THE EXTENT AND SCOPE OF APPLICATION, SIGNIFICANCE OF THE CONTRIBUTION AND IMPORTANCE OF THE PROGRAMS AFFECTED.

DEGREE OF BENEFIT	EXTENT OF APPLICATION				
	LIMITED	LOCAL	EXTENDED	BROAD	GENERAL
SLIGHT	\$ 15-25**	\$ 25-50	\$ 50-75	\$ 75-150	\$ 150-250
MODERATE	50-100	100-150	150-200	200-300	300-400
HIGH	150-250	250-350	350-450	450-600	600-750
EXCEPTIONAL	300-500	500-700	700-1000	1000-1500	1500-25000

## DEGREE OF BENEFIT

SLIGHT	MINOR MODIFICATION OF AN OPERATING PRINCIPLE OR PROCEDURE, LIMITED POTENTIAL VALUE.
MODERATE	CONSIDERABLE MODIFICATION OF AN OPERATING PRINCIPLE OR PROCEDURE, HIGHER POTENTIAL VALUE.
HIGH	COMPLETE REVISION OF A BASIC PRINCIPLE OR PROCEDURE, VERY HIGH POTENTIAL VALUE.
EXCEPTIONAL	INITIATION OF A NEW PRINCIPLE OR MAJOR PROCEDURE, SUCH A CONTRIBUTION WHICH SUBSTANTIALLY ADVANCES AN IMPORTANT ACTIVITY OF THE AGENCY OR MAKES A SIGNIFICANT CONTRIBUTION TO SCIENTIFIC KNOWLEDGE.

## EXTENT OF APPLICATION

LIMITED	AFFECTS THE IMMEDIATE WORK AREA OR IMMEDIATE ASSOCIATES. (1 to 25 employees.)
LOCAL	AFFECTS MORE THAN THE IMMEDIATE WORK AREA OR ASSOCIATES BUT IS WITHIN AN INSTALLATION, A FACILITY, A TECHNICAL OFFICE, A BRANCH, A DIVISION OR IS IN THE PUBLIC INTEREST ONLY IN THE LOCALITY. (26 to 1000 employees.)
EXTENDED	APPLICABLE TO SEVERAL INSTALLATIONS OR FACILITIES, OR IS IN THE PUBLIC INTEREST IN SEVERAL LOCALITIES OR IS WITHIN A MAJOR ORGANIZATIONAL ELEMENT SUCH AS A DEPUTY DIRECTOR'S COMPONENT. (1000 to 4000 employees.)
BROAD	APPLICABLE TO MANY INSTALLATIONS OR FACILITIES, TO TWO OR MORE DEPUTY DIRECTOR'S COMPONENTS, IS OF AGENCY-WIDE APPLICATION, OR IS IN THE PUBLIC INTEREST IN SEVERAL AREAS. (4000 or more employees.)
GENERAL	APPLICABLE THROUGHOUT SEVERAL LARGE AGENCIES OR A LARGE DEPARTMENT, OR IS IN THE PUBLIC INTEREST THROUGHOUT THE NATION OR BEYOND.

\*\*THE MINIMUM CASH AWARD OF \$15.00 FOR INTANGIBLE BENEFITS WILL NOT BE GRANTED UNLESS THE CONTRIBUTION COMPARES FAVORABLY WITH IDEAS WHICH PRODUCE AT LEAST \$50.00 WORTH OF MEASURABLE BENEFITS.

APPROPRIATE NONFINANCIAL RECOGNITION IS AVAILABLE FOR SUGGESTIONS WHICH DO NOT MEET THE STANDARDS FOR CASH AWARDS.

SUPERVISORS ARE THE KEY TO THE SUCCESS OF THE SUGGESTION PROGRAM. WE NEED YOUR WHOLEHEARTED COOPERATION IN GIVING SUGGESTIONS A PROMPT, COMPLETE AND FAIR-MINDED EVALUATION. GOOD EVALUATIONS MEAN MORE AND BETTER SUGGESTIONS, WHICH IN TURN MEAN MORE SAVINGS -- IN MONEY, IN TIME, IN INCREASED EFFICIENCY OF OPERATION.